

Director of Training

16 March 1951

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1. I should like to clarify our thinking and terminology on the area you have assigned me, i.e., that of Career; Management; or Executive Development (and Inventory). This area or method is sometimes known as multiple management.

2. The method is deemed primarily a managerial tool. It is so used and regarded in industry. (Appley of American Management Association highlights this interpretation of function.

3. It follows that the adaptation of this managerial tool should be optional with the operating office and should reflect the peculiar problems and organization of that office. An office might even elect to "ad lib" its program (unless top echelon dictated otherwise) rather than install its variant of the general method.

4. It also should be optional with the operating office to what depth it will apply this tool. More companies than not restrict the method to a high echelon, i.e., the executive level.

5. The use of the word "development" or "career" raises the thought in employees' minds that they will be "developed" or that they have a "career" coming to them. This could pose a dangerous morale problem in this Agency where it is common knowledge that there are great current manpower needs. Again, if one operating office is not interested and another adopts this tool or a variance in application in depth occurs, this morale problem is enhanced.

6. I suggest then that we consider dropping the terminology "development" and "career"; that we term the program tentatively "Employee Potential Program." This would tell the employee that he is being watched for potential, which is all he cares about; but wouldn't give him the idea that he had a career.

7. If the foregoing analysis and approach is correct, it follows that Training is ancillary and complementary to this program, i.e., the program serves to point up the individual's training needs, which needs must be supplied by the Training Office.

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JOE NO. SS-00001A BOX NO. 1 FILE NO. 9 DOC. NO. 1 NO CHANGE
IN CLASS/ DECLASS. RECLASS CHANGED TO: TS S C RET. JUST. 22
NEXT REV DATE: 1397 REVIEWER: 1293 TYPE DOC. 92
REV CLASS 4 REV COORD. 4 AUTH: HR 70-3